

**Jorge Ramírez Vallejo**  
Distinguished Practitioner  
Strategy Area  
Joined the school in 2003

#### Academic Background

1990	Ph.D. Applied Economics, University of Minnesota, Minneapolis - St. Paul, MN, United States.	United States.
1987	M.S., Applied Economics. University of Minnesota, Minneapolis - St. Paul, MN, United States.	United States.
1984	M.S., Civil Engineering, Colorado State University, Fort Collins, CO, United States.	
1982	B.S. Civil Engineering, Escuela Colombiana de Ingeniería, Bogotá, Colombia	

#### Teaching Experience

#### **COURSES TAUGHT IN RECENT YEARS**

##### **Uniandes School of Management Graduate Programs**

Strategy

##### **Harvard Business School Graduate Programs**

Microeconomics of Competitiveness

#### Academic Activities

2020 – to date	Distinguished Practitioner, School of Management, Universidad de los Andes, Colombia
2018 – 2020	Part-time professor, School of Management, Universidad de los Andes, Colombia
2010 - to date	Faculty member, Principal Associate at the Institute for Strategy and Competitiveness Harvard Business School, Boston, United States.
2008 - 2010	Visiting Associate Professor, Harvard Business School, Boston, United States.
2004 - 2008	Director, Center of Strategy and Competitiveness, UASM. Bogotá, Colombia.
2003 - 2004	Director, Master of Management with Concentrations, UASM. Bogotá, Colombia.
2003 - 2018	Associate Professor, UASM. Bogotá, Colombia.
2002 - 2004	Visiting Scholar, School of Engineering and Applied Sciences, Faculty of Arts and Sciences, Harvard University, Boston, United States.
2001 - 2002	Visiting Scholar, David Rockefeller Center for Latin American Studies, Faculty of Arts and Sciences, Harvard University, Boston, United States.
1995 - 1996	Economic Research Director, FEDERACAFE, Bogotá, Colombia.

#### Other Professional Activities

#### **CONSULTANCIES**

2019 – to date Directs the Guyana Development Initiative, with Professor Michael Porter

2018 – to date	Led the Initiative of the Petrochemical Cluster Development of Cartagena Project
2018	Competitiveness impact of the Infrastructure Program, ANI
2017	Directed the Economic Strategy Study for Haiti, with Professor Michael E. Porter
2015	Advisor on cluster initiatives to the Regional Council of Competitiveness, Culiacán, México
2013 – 2014	Led the Arequipa Economic Strategy project, with Professor Michael E. Porter, Peru
2012 - 2017	Cluster Development and Shared Value Program, Chamber of Commerce of Bogota.
2011	Design of an Economic Strategy for Peru, Peruvian Private Sector.
2009	Advice for the competitiveness of the following countries: Peru, Croatia, Indonesia, Mexico, Institute for Strategy and Competitiveness at Harvard University.

- 2009 Clusters and Competitiveness Study for Mongolia, The World Bank.
- 2009 Study and facilitating the Cluster Initiative of petrochemicals and plastics in Cartagena, Cartagena Chamber of Commerce, Ecopetrol.
- 2008 Competitiveness Advisor for the Department of Cesar, Colombia. The United Nations.
- 2008 Study on the Expansion of Oil Palm for biodiesel in Colombia, The World Bank.
- 2008 Facilitating the Competitiveness Initiative Barranquilla / Atlantic Department and Proposed Institutional Arrangements, Barranquilla, Chamber of Commerce.
- 2008 Facilitating the Digital Leaders Forum and preparation of the summary paper, Antigua, Guatemala, Intel.
- 2008 Facilitation of the meeting the Chairman of the Board of Intel, Craig Barrett, with leaders of the department of Antioquia, Intel.
- 2008 Study and facilitating the Cluster Initiative of the Oil and Gas Cluster in Barrancabermeja, Chamber of Commerce of Barrancabermeja- Ecopetrol.
- 2007 - 2008 Strategic planning exercises, La Alquería.
- 2007 Competitiveness Study of Bogota, Bogota Chamber of Commerce.
- 2007 Consultancy for the Connectivity in the Country in Strategic Sectors in the Context of Globalization, DNP.
- 2006 Tax Impact Analysis for Industrial Goods & Services Users of the Free Zone. Tax Reform Proposal compared to the Legislation, ANDI.
- 2006 Design methodology and facilitation of Digital Leaders Forum (led by Craig Barrett) and preparation of the summary document of the Forum, Cartagena, Intel.
- 2006 Strategic proposal for the Chambers of Commerce and its role in regional competitiveness, Confecámaras.
- 2006 Study and facilitation to a new Competitiveness Initiative of the Department of Santander, Bucaramanga's Chamber of Commerce.
- 2006 Characterization of eleven clusters in Bogotá and Cundinamarca, Antioquia University – EPM.
- 2005 Strategic thinking to the Zona Franca de Bogota.
- 2005 Director of the Business's reflection as an input for the Development of the Internal Agenda, DNP.
- 2005 Design and Implementation of a Methodology for Implementation of Cooperation Projects in the Framework of the Free Trade Agreement with the United States, Ministry of Foreign Trade, Industry and Tourism and CAF.
- 2005 Regional Development of the State of Puebla, Mexico, IDB.
- 2005 Study of Competitiveness of the Cluster Development Initiative of the Coffee Apparel, IDB.
- 2005 Conception of Operation Modeling Intervention for Coffee Sector, IDB.
- 2005 Competitiveness Study of Zonas Francas in Colombia, ANDI.
- 2003 Infrastructure Financing Modalities, Mexico, IDB.
- 2003 Member of the Assessment Team Cenicafé, ISNAR, The Netherlands.
- 2002 Coordination of Development of the Concept Note and Terms of Reference for the Sector Land Study in Colombia, The World Bank.
- 2000 Terms of reference for the pre-feasibility study of the Draft Water Supply in the region of Chaco, Paraguay, 2000.
- 1997 Assistance in negotiating the criteria for projects of common interest between EAAB and the

- Power Company of Bogotá, with the company INGETEC SA.
- 1996 Financial evaluation for a possible sale Tominé Multipurpose Project with the firm INGETEC SA, Empresa de Energía de Bogotá (EEB).
- 1996 Methodological design for economic evaluation of the Expansion Plan for Water Supply of Bogota, EAAB.
- 1995 Economic Evaluation of Flood Control Project Pichincha in Quito, Ecuador, IDB.
- 1995 Economic Evaluation of the Science and Technology Program COLCIENCIAS-BID.
- 1995 Design of the institutional strengthening of the Housing Program of the Caja Agraria, Caja Agraria-BID.
- 1994 Development of a report on the banking model of financing urban infrastructure in Colombia, World Bank.
- 1989 Consultant for the Department of Latin America and the Caribbean (LACII), Operations Sector, Mexico, Honduras and Costa Rica, World Bank.
- 1981-1982 Participation in the National Study of Energy and the National Study on Water with Millán Mejía & Perry.

#### Other Professional Experience

- 2003 - 2005 International Affaires Advisor, Grupo Nutresa, Colombia.
- 1999 - 2001 Director, Restructuring Program for the Coffee Sector of Colombia, National Federation of Coffee Growers of Colombia (FEDERACAFE), Colombia.
- 1995 - 1998 Economic Adviser to the General Manager, FEDERACAFE, Colombia.
- 1992 - 1993 General Director, Instituto Colombiano de Hidrología, Meteorología y Adecuación de Tierras, Colombia.
- 1990 Economist, Oficina de Evaluación de Operaciones, Inter American Development Bank (IDB), Washington DC, United States.
- 1990 - 1991 Unit Chief, Departamento Nacional de Planeación (DNP), 1990 - 1991, Bogotá, Colombia.
- 1987 - 1989 Research Analyst, International Food Research Institute, IFPRI, Washington, D.C.
- 1994 - 1994 CEO, Financiera de Desarrollo Territorial (FINDETER), Colombia.

#### Research

#### RESEARCH AREAS

International Business  
 Corporate Strategy  
 Competitiveness  
 Applied Economics

#### Publications

#### ARTICLES IN ACADEMIC JOURNALS

- 2017 Veneta Andonova, Juana García and Jorge Ramirez-Vallejo, "El ambiente de negocios en Colombia: Una interpretación empresarial", 2017, School of Management, Universidad de los Andes
- 2006 Ramírez-Vallejo, Jorge, 2006, "La ingeniería y su impacto en la competitividad Colombiana", Revista de Ingeniería, Universidad de los Andes.
- 2005 Maria Cecilia Acevedo and Jorge Ramírez Vallejo, 2005, "Regional Differences in the

- Technical Efficiency of the Apparel Sector in Colombia: A Stochastic Frontier Analysis” Innovar 15 (26) 90 - 106.
- 2004 Ramírez-Vallejo, Jorge and Peter Rogers, 2004, “Virtual Water Flows and Trade Liberalization”, of Water Science and Technology, Vol 49 No7 pp 25 - 32, IWA Publishing, Netherlands
- 2003 Ramírez-Vallejo, Jorge, 2003, “Colombian Coffee”, Harvard Review of Latin America (online), Harvard University, Cambridge, MA, United States.
- 2003 Rogers, Peter and Jorge Ramírez-Vallejo, 2003, “Trade in Virtual Agricultural Water: the Arab World”, Journal of Social Affairs, Vol 20: 77, pp 13 – 25.
- 2002 García, Julián and Ramírez-Vallejo, Jorge, 2002, “Economic Sustainability of Small Coffee Enterprises in Colombia”. Ensayos sobre Economía Cafetera, Federación Nacional de Cafeteros, 18, 73 - 90.
- 2001 Ramírez-Vallejo, Jorge, 2001, “Agricultural Tourism-Economic Diversification”, Harvard Latin-America Review.
- 1995 Avellaneda, Ricardo and Jorge Ramírez-Vallejo, 1995, “Estudio de la Caficultura Colombiana: Situación Actual y Perspectivas”, Ensayos sobre Economía Cafetera, Federación Nacional de Cafeteros, 11.
- 1988 Ramírez-Vallejo, Jorge, Wiktor L. Adamowicz, K. William Easter y Theodore Graham-Tomasi, "An Ex-Post Analysis of Flood Control: Benefit Cost Analysis and the Value of Information," Water Resources Research J, 24(1988):1397 - 1405.

#### **ARTICLES IN PROFESSIONAL/ TRADE JOURNALS**

- 2014 Porter Michael E and Jorge Ramírez-Vallejo, 2014. “Toward a National Value Proposition”, Latin-America Harvard Review, pp 16 – 19.
- 2008 Ramírez-Vallejo, Jorge, 2008, “Competitividad Regional en Colombia: Marco Conceptual, Hallazgos y Recomendaciones del Centro de Estrategia y Competitividad”, Observatorio de Competitividad, CEC, Universidad de los Andes.
- 2003 Ramírez-Vallejo, Jorge, Peter Rogers and Johan Kuylenstierna 2003, “Cancún Fails to Move Parties on Agricultural Trade and Subsidies Issues”, Stockholm Water Front, Stockholm, Sweden.
- 2002 Ramírez-Vallejo, Jorge, 2002, “A Break for Coffee”, Foreign Policy Magazine, September/October.
- 1991 Ramírez-Vallejo, Jorge, 1991, " El Sector Agropecuario dentro de la Apertura Económica", Revista Nacional de Agricultura, Sociedad de Agricultores de Colombia.

#### **CASES**

- 2017 Michael Poter, Jorge Ramírez-Vallejo. Walmart: Navigating a Changing Retail Landscape. Harvard Business Publishing, 2017.
- 2017 Michael Poter, Jorge Ramírez-Vallejo, Alexandra Houghtalin. CVS health: Redefining the Value Proposition. Harvard Business Publishing, 2017.
- 2015 Michael E. Porter, Jorge Ramírez-Vallejo, E. Hudson. Novo Nordisk in China. 2015.
- 2015 Michael E. Porter, Mark R. Kramer, Jorge Ramírez-Vallejo, Kerry Herman. Yara International: Africa Strategy, 2015.
- 2013 Jorge Ramírez-Vallejo. The New Carolina Initiative. 2013. Harvard Business School No. N1-713 - 462.
- 2013 Jorge Ramírez-Vallejo. New York City: Bloomberg´s Strategy for Economic Development. 2013. Harvard Business School. No. N9-713-519. pp. 36.

- 2011 Ramírez-Vallejo, Jorge, and Michael E. Porter, 2011, "The Dutch Flower Cluster (TN)." Harvard Business School Teaching Note 711 - 534.
- 2011 Porter, Michael E., Jorge Ramírez-Vallejo, and Fred van Eenennaam, 2011, "The Dutch Flower Cluster." Harvard Business School Case 711 - 507.
- 2009 Ramírez-Vallejo, Jorge, y Michael E. Porter, 2009, "Colombia: Organizing for Competitiveness." Harvard Business School Case 710-417.

## CHAPTERS IN BOOKS

- 2017 Jorge Ramírez-Vallejo, Ernesto Cuellar. Shared value – opportunities for multilatinas. Multilatinas Strategies for Internationalisation. ISSN 978-110-7130-043.
- 2012 Ramírez-Vallejo, Jorge, "Clusters, plataforma de competitividad", en Tendencias de la Administración (in press), School of Management, Universidad de los Andes.
- 2012 Jorge Ramírez-Vallejo, Clusters, una visión alternativa para el desarrollo regional. 2012. In: Gestión de clusters en Colombia: una herramienta para la competitividad. Ed. Ediciones Uniandes Bogotá-Colombia p.p.1 - 15. ISBN 978-958-695-766-3.
- 2011 Ramírez-Vallejo Jorge, 2011, "Managing Agricultural Water". In: Peter Wilderer (ed.) Treatise on Water Science, vol. 1, pp.129 – 151 Oxford: Academic Press.
- 2010 Failure of the virtual water argument: possible explanations using the case study of Mexico and NAFTA.
- 2005 Ramírez-Vallejo, Jorge, 2005, "El Redireccionamiento Estratégico de las Pymes frente al TLC", In: "PYME Gestión para la Competitividad", Universidad de los Andes – Portafolio.
- 2004 Ramírez-Vallejo, Jorge, 2004, Virtual Water: Comments on Allan's article in "Water Crisis: Myth or Reality?" Marcelino Botin Water Forum (Balkema, Water and Earth Sciences) (Hardcover).
- 1998 Ramírez-Vallejo, Jorge, 1998, "Consecuencias Ambientales del Nuevo Orden en el Sector Agropecuario Colombiano", en Agro and Medio Ambiente, Foro Nacional Ambiental.
- 1995 Ramírez-Vallejo, Jorge, "Irrigation Investment and Management Transfer in Colombia", Water Report No 5, Irrigation Management Transfer, FAO, pp 359 - 368, 1995.
- 1993 Ramírez-Vallejo, Jorge, "Una Nueva Mirada a la Reforma Agraria Colombiana", Planeación y Desarrollo, Departamento Nacional de Planeación, Vol. XXIV, No 1, pp. 426 - 451, April 1993.
- 1992 Ramírez-Vallejo, Jorge, "La Adecuación de Tierras", Chapter 3, Planeación y Desarrollo, Departamento Nacional de Planeación, Vol. XXIII No 1, May 1992.
- 1992 Jaramillo Felipe, Juan José Perfetti y Jorge Ramírez-Vallejo, "Modelos de Desarrollo, Sector Agropecuario y Desarrollo Rural: Hacia un Nuevo Paradigma," In: Desarrollo Rural y Apertura Económica, Coedición Fondo DRI-IICA, pp. 82 - 100, 1992.

## OTHER ACADEMIC PUBLICATIONS

- 1991 Ramírez-Vallejo, Jorge, "Modeling Policy Options for Irrigation Investment, Buffer Stock Levels and Foodgrain Imports in India," Staff Paper P. 91 - 96, Department of Applied Economics of the University of Minnesota, 1991.
- 1987 Ramírez-Vallejo, Jorge and K. William Easter, "An Ex-Post Analysis for the Flood Control Project in Rushford, Minnesota," Economic Report ER87-7, Department of Applied Economics, University of Minnesota, October, 1987.

## OTHER DOCUMENTS

- 2005 Ramírez-Vallejo, Jorge, 2005, "Economic Value of Water: Estimation", Water Encyclopedia:

Oceanography; Meteorology; Physics and Chemistry; Water Law; and Water History, Art, and Culture, (605 - 611) John Wiley & Sons Publisher.

#### Exchange Programmes (Visiting Professor)

- 2008 - 2010 Visiting Associate Professor. Harvard Business School, Boston, MA, United States.
- 2002 - 2004 Visiting Scholar. School of Engineering and Applied Sciences, Harvard University. Boston, MA, United States.
- 2001 - 2002 Visiting Scholar. David Rockefeller Center for Latin American Studies, Harvard University. Boston, MA, United States.

#### Participation in Boards, Committees and Associations

- 2017 Member of the Scientific Council, International University of Monaco
- 2017 Member of the Board of the “Centro sull’Imprenditorialità e la Competitività” at LIUC, Italy
- 2007 - 2008 Member of the Foreign Investment Advisory Council, Proexport-Ministerio de Comercio Industria y Turismo.
- 2006 - 2007 Board Member. Consultoría Colombiana S.A.
- 2005 - to date Board Member. Inversiones Manuelita S.A.
- 2000 - 2001 Board Member. Confederación de Organizaciones no Gubernamentales (ONGs).
- 1999 – 2000 Member of the Technical Committee of the Reconstruction Fund for the Coffee Region (created after the 1999 earthquake) (FOREC)
- 1998 - 2002 Member of the Council of Directors. Escuela de Administración de Negocios (EAN), Bogotá, Colombia.
- 1997 - 2001 Member of Destino Colombia Group.
- 1997 Member of the “Destino Colombia” Scenario Planning Group
- 1996 - 1999 Board Member. Corporación Financiera de Occidente.
- 1996 - 2001 Technical Secretary of the KEIDANREN. Japan-Colombia Forum, Japan.
- 1996 - 2002 Member of the Consulting Editorial Board of the “Irrigation and Drainage Systems: an International Journal”, published by Kluwer Academic Publishers, The Netherlands.
- 1993 Colombian Permanent Representative to the World Meteorology Organization (WMO)
- 1993 Vice-president. Resources Council for the World Climate Program - United Nations.
- 1992 Member of the Preparatory Commission of the United Nations Meeting for the Environment, Rio do Janeiro
- 1992 – 1993 Colombian Permanent Representative to the International Commission on Irrigation and Drainage (ICID)
- 1992 – 1993 Colombian Permanent Representative to the International Hydrological Program, UNESCO, 1992-1993

#### Scholarships and Academic Distinctions

- 2017 Awarded the University of Minnesota’s 2017 Distinguished Leadership Award for Internationals
- 2017 Awarded the “Military Medal” of the Ministry of National Defense of Colombia
- 2001 Academic Distinction. Santo-Domingo Fellowship, Harvard University, Boston, MA, United States.

- 1999 Voted one of the "Ten Outstanding Colombian Young Executives for the Year 1999". Junior Chamber of Colombia.
- 1994 Honor. HIMAT's Board as recognition of performance as Director General.
- 1994 Medal (Cruz Orden de los Fundadores). Municipality of Pereira.
- 1993 Medal (Orden al Mérito). Coello Irrigation District.
- 1988 Member of Gamma Sigma Delta, Honor Society of Agriculture.